



وَهُوَ الْوَكِيلُ الْحَمِيدُ

# معرفی رویکرد نوین GFMAM به مدیریت دارایی‌های فیزیکی و مدیریت نگهداشت

سیدعلی سیدی پور  
مشاور و مدرس بین‌المللی مدیریت دارایی

[www.ipamc.org](http://www.ipamc.org)

[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459

## مدیریت دارایی فیزیکی در صنعت ایران:

«هر کسی از زطن خودش دیار من  
از درون من بخت اسرار من...»  
ره چنان رو که ره روان رفتند...

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شرکت نفت مناطق مرکزی ایران

[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459

# با هم چه می‌آموزیم...؟

- معرفی سخنران
- سوالات کلانی که باید از خود پرسیم...
- GFMAM کیست...
- موضوعات ۳۹ گانه که باید اجرا و مدیریت شوند....
- به روز رسانی گروه‌های موضوعی و موضوعات مدیریت دارایی
- آشنایی با شش رویکرد نوین GFMAM

# معرفی سخنران سید علی سیدی پور

- ✓ متخصص بین‌المللی و برنده جوایز جهانی تعالی مدیریت دارایی از سوی موسسه مدیریت دارایی (IAM) انگلستان در سال‌های متوالی ۲۰۲۰، ۲۰۲۱ و ۲۰۲۲
- ✓ مدرس، سخنران و مولف بین‌المللی در حوزه مدیریت دارایی فیزیکی و مدیریت یکپارچگی و سلامت دارایی (AIM)
- ✓ مشاور مدیر کل سابق نظام مدیریت دارایی‌های فیزیکی وزارت نفت
- ✓ عضو رسمی و دارای مجوز استمپ عضویت در مؤسسه مدیریت دارایی‌های انگلستان (IAM)
- ✓ دارای گواهینامه و استمپ مدیریت کیفیت داده‌های مرجع از امریکا
- ✓ عضو شورای سیاست‌گذاری و تدوین استانداردهای مدیریت دارایی‌های فیزیکی وزارت نفت جمهوری اسلامی ایران
- ✓ عضو کمیته علمی جایزه ملی تعالی نگهداری ایران
- ✓ رئیس اداره مدیریت دارایی‌های فیزیکی شرکت ملی حفاری ایران
- ✓ مشاور و مدرس سیستم‌های مدیریت و تعالی نگهداشت (نگهداری و تعمیرات)
- ✓ ارزیاب مدیریت دارایی‌های فیزیکی

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[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459



فناوری بازاریابی حین بهره‌برداری  
از سیستم‌های لوله‌کشی و خطوط لوله انتقال

سید علی سیدی پور

**CERTIFICATE OF PARTICIPATION**  
This is to certify that  
**Seyed Ali Seyed Pour**  
has attended the  
**3rd International Structural Integrity, Health Monitoring and Fitness for Service Course**  
held in Aerospace Engineering Department of Amirkabir University of Technology (Tehran Polytechnic)

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**3rd International Structural Integrity, Health Monitoring and Fitness for Service Course**  
held in Aerospace Engineering Department of Amirkabir University of Technology (Tehran Polytechnic)

**CERTIFIED ASSESSOR**  
This is to certify that  
**Seyed Ali Seyed Pour**  
Has participated and successfully cleared the  
**Physical Asset Management Assessor Training Program**  
Including 96 hours training  
Organized by  
**Physical Asset Management Company (PAMCo)**  
This certification is valid for 1 year and expires on December 2021  
Due Autumn 2019

انجمن نگار و تعمیرات ایران  
نام و نام خانوادگی: سیدعلی سیدی پور  
تاریخ عضویت: ۱۳۹۸/۰۴/۰۶  
شماره عضویت: ۰۰۰۰۰۰۰۰  
محل اعتبار: نگار

**ASSET MANAGEMENT COUNCIL**  
**CERTIFICATE OF ATTENDANCE**  
ASSET MANAGEMENT COUNCIL (AMC) (IIR) 1151  
**Seyed Ali Seyed Pour**  
HAS SUCCESSFULLY ATTENDED THE  
**Value and Benefits from Asset Management #2**

**CERTIFICATE of Appreciation**  
This certification is hereby granted to  
**Mr. Seyed Ali Seyed Pour**

**Certificate of Appreciation**  
Presented to  
**Mr. S. Ali Seyed Pour**  
Ban Masary of Petroleum (BAP)  
National Inshore Drilling Co.  
It is our immense pleasure to acknowledge your contribution as an Eminent Inspection, Corrosion Control & Network virtual conference on 2022.

گواهی پایان دوره آموزشی  
Certificate of Program Completion

سید علی سیدی پور  
مدرس: سیدعلی سیدی پور  
تاریخ صدور: ۱۳۹۸/۰۴/۰۶  
شماره عضویت: ۰۰۰۰۰۰۰۰

**The Institute of Asset Management**  
**Asset Management Excellence Awards**  
**2022**  
**McKeown Award for Individual Achievement**  
**Winner**  
**Seyed Ali Seyed Pour**

**McKeown Award for Individual Achievement**  
Finalist  
**Seyed Ali Seyed Pour**

**Certificate**  
This document certifies that  
**Seyed Ali Seyed Pour**  
was admitted to membership of the  
**Institute of Asset Management**  
Associate  
and is entitled to the benefits and rights explained in our constitution and voluntarily agrees to abide by our Code of Conduct.  
Whilst membership of the Institute remains current this Member is entitled to use the post-nominal letters IAM and the membership mark shown.

**MEMBER**  
**IAM**  
The Institute of Asset Management

**Chief Executive**  
**W.M. Kelly**  
Member Number: 5002789  
Date of Issue: 02nd October 2019  
www.theIAM.org

**Management Achievement Award**  
was presented to  
**Seyed Ali Seyed Pour**  
**FINALIST 2020**

**Ukula Bryant, IAM President**  
www.theIAM.org

**McKeown Award for Individual Achievement**  
Finalist  
**Seyed Ali Seyed Pour**

**Asset Management Excellence Awards WINNER 2020, 2021, 2022**

کمیته مدیریت دارایی‌های فیزیکی  
سید علی سیدی پور  
تاریخ عضویت: ۱۳۹۸/۰۴/۰۶  
شماره عضویت: ۰۰۰۰۰۰۰۰

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www.ipamc.org  
spsali110@gmail.com  
+98-9167860459



# سوالات کلانی که باید پاسخ دهیم...

1. آیا مدیران ارشد کشور، از نقش مدیریت دارایی در رفع بحران های کشور مطلعند؟
2. از نظر قوانین مجلس، آیا الزامات و پشتیبانی های قانونی برای استقرار نظام مدیریت دارایی در کشور وجود دارد؟
3. آیا بستر قانونی مناسب برای تعامل میان کارفرمایان و صاحبان صنایع کلان با مشاوران و خدمات دهندگان حوزه مدیریت دارایی وجود دارد؟
4. آیا سازمان معتبری برای ممیزی مدیریت دارایی طبق ایزو ۵۵۰۰۱ وجود دارد؟
5. آیا مشاوران مورد نیاز کشور با تعداد و توانمندی و اعتبار لازم، در دسترس هستند؟
6. آیا رشته های دانشگاهی مرتبط با مدیریت دارایی در وزارت علوم راه اندازی شده است؟
7. آیا نرم افزارهای مناسب و لازم برای مدیریت دارایی در دسترس سازمان های متقاضی قرار دارند؟
8. آیا زیرساخت های انقلاب صنعتی چهارم را در کشور داریم؟ چه باید بکنیم؟
9. آیا در قراردادهای برون سپاری، نقش ها و وظایف مدیریت دارایی هم به پیمانکاران واگذار شده اند؟
10. آیا مراکز نوآوری و فن آوری کشور به اکوسیستم مدیریت دارایی متصل و فعال شده اند؟
11. ... و ...

[www.ipamc.org](http://www.ipamc.org)

[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459

سید علی سیدی پور – نماینده مدیریت عامل در استقرار نظام مدیریت دارایی  
فیزیکی – شرکت نفت مناطق مرکزی ایران

# GFMAM کیست؟



**GFMAM**  
Global Forum on Maintenance  
& Asset Management

a non profit organization, originally founded in May 2010 in Switzerland. It was re-incorporated as a not-for-profit corporation under the laws of Canada in October 2017.



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شرکت نفت مناطق مرکزی ایران

[spsali110@gmail.com](mailto:spsali110@gmail.com)

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# مجموعه مستندات GFMAM

|  |  |   |   |   |   |  |  |   |  |
|--|--|---|---|---|---|--|--|---|--|
|  |  |   |   |   |   |  |  |   |  |
| Asset Management Landscape - فارسی.pdf                           | Criteria_Evaluation_Asset_Management_Indicators_First_Edition_Engli... | GFMAM_AM_landscape.pdf  | GFMAM_Criteria_Evaluation_Asset_Management_Indicators_... | GFMAM_Guidance_Asset_Management_System_Scheme_...   | GFMAM_Maintenance_Framework - 2nd Edition Final 20... | GFMAM_Maintenance_Framework - 2nd Edition Final20... | GFMAM_ASSET_MANAGEMENT_MATURITY_FIRST_EDITION_ENGLI... | GFMAM_Competyency_Specificatio_n_English_Second_Edition 2021... | GFMAM_Guidelines_Assessing_Asset_Management_Maturity_v1_0 ...  |
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| GFMAM_iso55001_auditor_assess_or_specification_edition_1_v2_e... | GFMAM_Position_Statement_Asset_Management_Maturity_2nd_Edi...          | GFMAM_Specificiation_AM_Maturity_Assessor_V1_2021.pdf         | GFMAM_THE_VALUE_OF_ASSET_MANAGEMENT_TEMPLATE FOR...       | GFMAM_THE_VALUE_OF_ASSET_MANAGEMENT_TEMPLATE FOR... | GFMAM_THE_MAINTENANCE_FRAMEWORK_FIRST_EDITION_ENGL... | GFMAM_THE_VALUE_OF_ASSET_MANAGEMENT_TO_AN_ORGAN...   | GFMAM_THE_VALUE_OF_ASSET_MANAGEMENT_TO_AN_ORGAN...     | GFMAM_بسیار مهم مبنای ممیزی ایزو 55001AUDITOR ...               | Guidance_Asset_Management_System_Scheme_Ac credited Certifi... |
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[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459

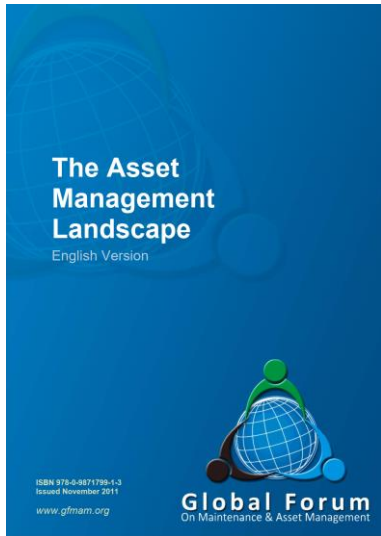


Diagram 1: Asset Management Landscape

| Subject Group                                    | Asset Management Subject                    |
|--|---|
| Asset Management Strategy and Planning           | Asset Management Policy                     |
|  | Asset Management Strategy                   |
|  | Demand Analysis                             |
|  | Strategic Planning                          |
| Asset Management Decision-Making                 | Asset Management Plan                       |
|  | Whole-life Cost & Value Optimisation        |
|  | Operations & Maintenance Decision-Making    |
|  | Capital Investment Decision-Making          |
|  | Resourcing Strategy & Optimisation          |
| Lifecycle Delivery Activities                    | Shutdowns & Outage Strategy & Optimisation  |
|  | Ageing Assets Strategy                      |
|  | Technical Standards & Legislation           |
|  | Asset Acquisition & Commissioning           |
|  | Systems Engineering                         |
|  | Configuration Management                    |
|  | Maintenance Delivery                        |
|  | Reliability Engineering                     |
|  | Asset Operations                            |
|  | Resource Management                         |
| Asset Knowledge Enablers                         | Shutdown & Outage Management                |
|  | Fault & Incident Response                   |
|  | Asset Rationalisation and Disposal          |
| Organization and People Enablers                 | Asset Information Strategy                  |
|  | Asset Knowledge Standards                   |
|  | Asset Information Systems                   |
|  | Asset Data and Knowledge                    |
| Risk & Review                                    | Contract & Supplier Management              |
|  | Asset Management Leadership                 |
|  | Organizational Structure & Culture          |
|  | Competence & Behaviour                      |
|  | Criticality, Risk Assessment and Management |
|  | Contingency Planning & Resilience Analysis  |
|  | Sustainable Development                     |
|  | Weather and Climate Change                  |
| Asset & Systems Change Management                |   |
| Assets & Systems Performance & Health Monitoring |   |
| Management Review, Audit & Assurance             |   |
| Accounting Practices                             |   |
| Stakeholder Relations                            |   |

www.ipamc.org

spsali110@gmail.com

+98-9167860459

سید علی سیدی پور - نماینده مدیریت عامل در استقرار نظام مدیریت دارایی فیزیکی -  
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## موضوعات ۳۹ گانه مورد تایید بین المللی برای مدیریت دارایی

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۲۷. رهبری مدیریت دارایی  
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۲۹. فرهنگ سازمانی  
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۳۱. ارزیابی و مدیریت ریسک  
۳۲. برنامه ریزی اقتضایی و تحلیل تاب آوری  
۳۳. توسعه پایدار  
۳۴. مدیریت تغییر  
۳۵. پایش عملکرد و سلامت دارایی  
۳۶. پایش نظام مدیریت دارایی  
۳۷. بازنگری مدیریت، ممیزی و تضمین  
۳۸. هزینه سنجی و ارزش گذاری دارایی  
۳۹. تعامل با ذی نفعان

گروه ۳: چرخه عمر  
۱۱. قوانین و استانداردهای فنی  
۱۲. ایجاد و تملک دارایی  
۱۳. مهندسی سیستم‌ها  
۱۴. مدیریت پیکربندی  
۱۵. عرضه خدمات نگهداشت  
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۱۷. بهره برداری عملیاتی از دارایی  
۱۸. مدیریت منابع  
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۲۱. از کار اندازی و از رده خارج کردن دارایی

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۲۲. استراتژی اطلاعات دارایی  
۲۳. استانداردهای اطلاعات دارایی  
۲۴. سیستم‌های اطلاعات دارایی  
۲۵. مدیریت داده‌ها و اطلاعات

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۱. خط مشی مدیریت دارایی  
۲. استراتژی و اهداف مدیریت دارایی  
۳. تجزیه و تحلیل تقاضا  
۴. برنامه ریزی استراتژیک  
۵. برنامه ریزی مدیریت دارایی

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۷. تصمیم سازی عملیات، نگهداری و تعمیرات  
۸. تحقق ارزش چرخه عمر  
۹. استراتژی تامین منابع  
۱۰. استراتژی توقف و وقفه



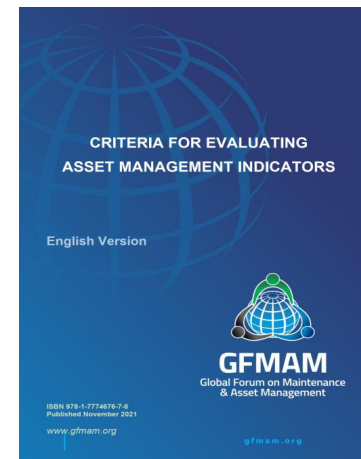
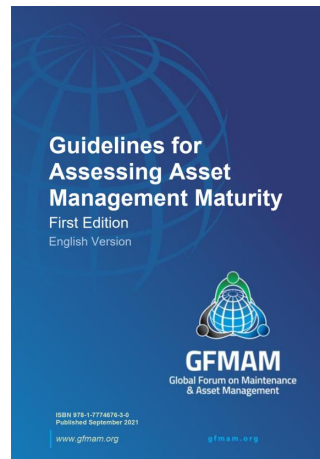
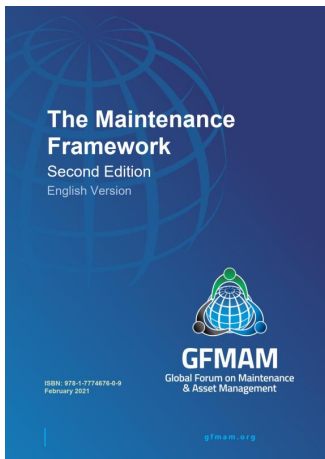
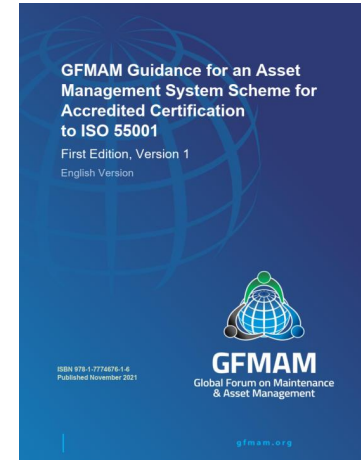
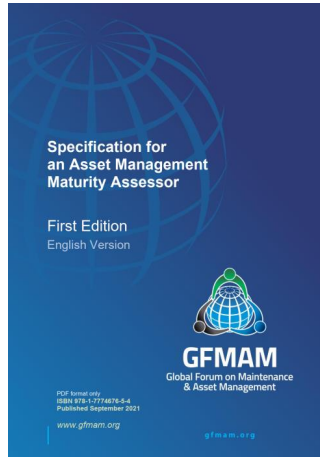
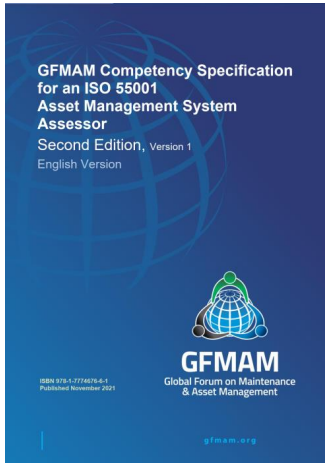
# به روز رسانی گروه‌های موضوعی و موضوعات مدیریت دارایی

## Subject groupings for Working Groups



| One  | Two  | Three   | Four  | Five  | Six   | Seven   |
|--|--|---|---|---|---|---|
| <ol style="list-style-type: none"> <li>Purpose &amp; Context</li> <li>Stakeholder Engagement</li> <li>Demand Analysis</li> <li>AM Strategy &amp; Objectives</li> <li>Strategic Planning</li> <li>Asset Costing &amp; Valuation</li> <li>Sustainable Development</li> </ol> | <ol style="list-style-type: none"> <li>Asset Management Planning</li> <li>Capital Investment Decision-Making</li> <li>Maintenance &amp; Operations Decision-Making</li> <li>Lifecycle Value Realisation</li> <li>Shutdown &amp; Outage Strategy</li> <li>Risk Assessment &amp; Management</li> <li>Contingency Planning &amp; Resilience</li> <li>Resource Strategy</li> </ol> | <ol style="list-style-type: none"> <li>Asset Management Leadership</li> <li>Organisation Culture</li> <li>Organisation Structure</li> <li>Competence Management</li> <li>Change Management</li> </ol> | <ol style="list-style-type: none"> <li>Asset Information Strategy</li> <li>Asset Information Standards</li> <li>Asset Information Systems</li> <li>Data &amp; Information Management</li> <li>Configuration Management</li> </ol> | <ol style="list-style-type: none"> <li>Asset Creation &amp; Acquisition</li> <li>Systems Engineering</li> <li>Maintenance Delivery</li> <li>Reliability Engineering</li> <li>Asset Operations</li> <li>Fault &amp; Incident Response</li> <li>Asset Decommissioning &amp; Disposal</li> <li>Procurement &amp; Supply Chain Management</li> <li>Shutdown &amp; Outage Management</li> <li>Resource Management</li> </ol> | <ol style="list-style-type: none"> <li>Asset Management System</li> <li>Asset Management Policy</li> <li>Asset Management System Monitoring</li> <li>Management Review, audit &amp; assurance</li> <li>Management of change</li> <li>Technical Standards &amp; Legislation</li> </ol> | <ol style="list-style-type: none"> <li>Value creation</li> <li>Outcomes realisation</li> <li>Asset Performance &amp; Health Monitoring</li> </ol> |
| Context and stakeholders   | AM Planning  | Leadership and people   | Information   | Delivery  | Governance  | Value realization   |

# رویکرد نوین GFMAM از سال ۲۰۲۱



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**GFMAM Competency Specification  
for an ISO 55001  
Asset Management System  
Assessor**

Second Edition, Version 1  
English Version



**GFMAM**

Global Forum on Maintenance  
& Asset Management

ISBN 978-1-7774676-6-1  
Published November 2021

[gfmam.org](http://gfmam.org)



The aim of that specification the *GFMAM ISO 55001 Assessor Specification* was to help asset owners identify people who can provide that value to businesses.

It should be noted that the Specification only covers knowledge in asset management and not auditing or assessing skills.

Certification bodies have also benefited from the use of the Specification to select people with the GFMAM recognised asset management knowledge, thus providing surety that the added value that organisations seek can be realised.

This document is the second edition of the original Specification document and contains:

- Differentiation between Auditor and Assessor
- Revised Assessor requirements mapped against ISO 55001
- Revised Assessor requirements GFMAM Asset Management Landscape.

The additional competencies for planning and undertaking effective auditing are addressed in:

- ISO 17021-1:2015 for certification audits – see *Annex A Required knowledge and skills* (Note that these are the overall competencies for a Certification Body, not an individual auditor)
- ISO 19011:2011 for other types of audit – see *Clause 7.2 Determining auditor competence to fulfil the needs of the audit programme*.

[www.ipamc.org](http://www.ipamc.org)

[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459

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Table XX

| Type of Audit / Assessment Activity                             | Undertaken By  | Relevant Generic Auditing Standard / Guidelines                |
|---|--|--|
| ISO 55001:2014 accredited certification audits                  | Third party Certification Bodies independent of the client organisation  | ISO 17021-1:2015   |
| ISO 55001:2014 gap assessment (with a view to certification)    | Third party auditors (not necessarily Certification Bodies) independent of the client organisation   | ISO 17021-1:2015   |
| ISO 55001:2014 (second party) audits                            | <ul style="list-style-type: none"> <li>parties having an interest in the organisation, such as customers, or by other persons on their behalf</li> <li>Staff of the client organisation, or a contracted third party on behalf of the organisation, auditing its supplier(s) of asset management services</li> </ul> | ISO 19011:2011   |
| ISO 55001:2014 internal audits                                  | <ul style="list-style-type: none"> <li>The organisation's own internal audit and other assurance functions, or</li> <li>contracted third party(ies) on behalf of the organisation (but not its Certification Body)</li> </ul>  | ISO 19011:2011 and ISO 55001:2014 (Clause 9.2)                 |
| Asset management regulatory audits (financial, technical, risk) | <ul style="list-style-type: none"> <li>Regulatory (or third-party contracted) auditors</li> </ul>  | ISO 19011:2011 or bespoke methodologies                        |
| Asset management maturity assessment                            | Independent third-party asset management maturity assessors  | No applicable standards. Bespoke, proprietary methodologies.   |
| Asset management self-assessment                                | Staff of the organisation  | No applicable standards. Bespoke or proprietary methodologies. |
| Asset management benchmark assessments                          | Independent third-party asset management maturity assessors  | No applicable standards. Bespoke, proprietary methodologies.   |

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+98-9167860459

| Table YY          |  |                         |                              |                |                               |
|-------------------|--|-------------------------|------------------------------|----------------|-------------------------------|
| Knowledge & Skill |  | AM Certification Audits | Internal and Other AM Audits | AM assessments | Covered by GFAM Specification |
| (1)               | Knowledge of business management practices                               | ✓                       | ✓                            | ✓              | Y                             |
| (2)               | Knowledge of audit principles, practices, and techniques                 | ✓                       | ✓                            | ✓              |                               |
| (3)               | Knowledge of specific management system standards/normative documents    | ✓                       | ✓                            | ✓              | Y                             |
| (4)               | Knowledge of certification body's processes                              | ✓                       |                              |                |                               |
| (5)               | Knowledge of client's business sector                                    | ✓                       | ✓                            | ✓              | Y                             |
| (6)               | Knowledge of client products, processes, and organisation                | ✓                       | ✓                            | ✓              | Y                             |
| (7)               | Language skills appropriate to all levels within the client organisation | ✓                       | ✓                            | ✓              |                               |
| (8)               | Note-taking and report-writing skills                                    | ✓                       | ✓                            | ✓              |                               |
| (9)               | Presentation skills  | ✓                       | ✓                            | ✓              |                               |
| (10)              | Interviewing skills  | ✓                       | ✓                            | ✓              |                               |
| (11)              | Audit-management skills  | ✓                       | ✓                            |                |                               |

**ISO/IEC TS 17021-5: Competence requirements for auditing and certification of asset management systems**

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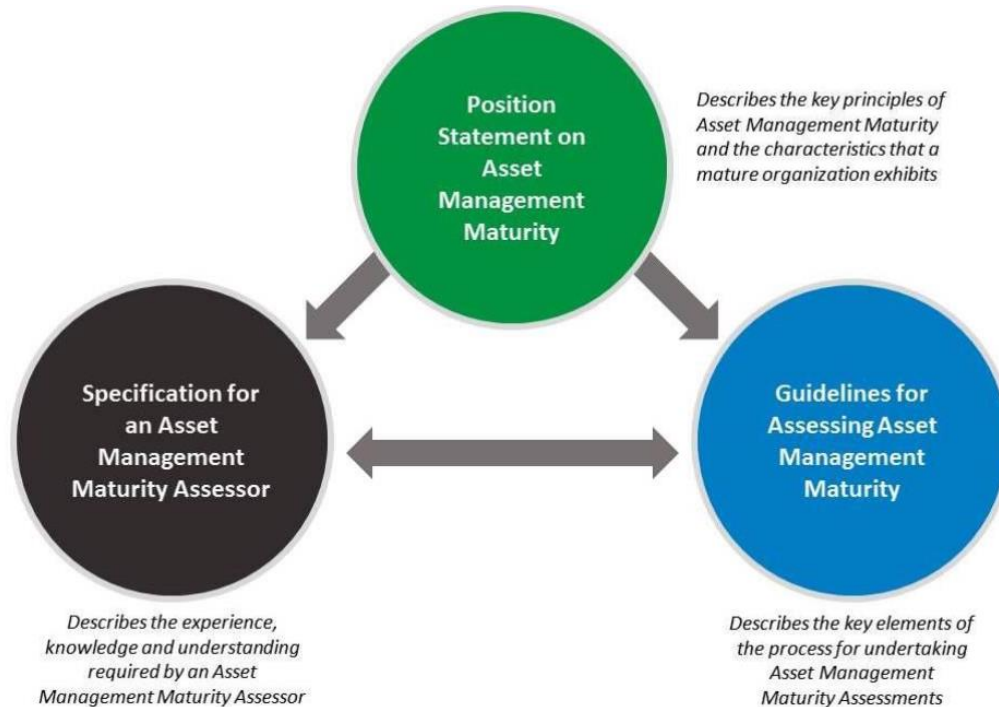
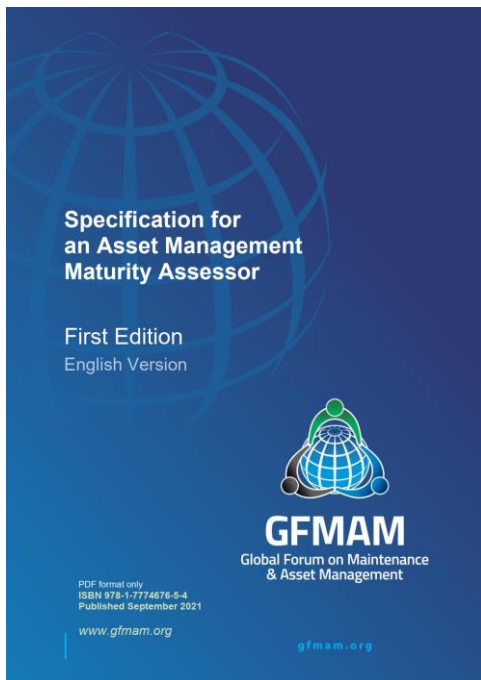
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## 5 Competency against ISO 55001 requirements

### ISO 55001:2014 - Section 5.0 Leadership

| ISO Shall statement  | Required Competency   |
|--|---|
| 5.1 - Leadership and Commitment.   | Top management demonstrate Leadership and Commitment in the context of the organisations Asset Management System.   |
| 5.1.1 - Top management shall demonstrate leadership and commitment with respect to the asset management system by ensuring that the asset management policy, the SAMP and asset management objectives are established and are compatible with the organisational objectives. | Ensures the asset management policy is developed, approved, and published.  |
| 5.1.1 - Top management shall demonstrate leadership and commitment with respect to the asset management system by ensuring that the asset management policy, the SAMP and asset management objectives are established and are compatible with the organisational objectives. | Checks that the organisation has in place an asset management policy, a SAMP and asset management objectives. Also checks there is evidence that top management contribute to ensuring these are established and compatible with the organisational objectives. |
| 5.1.10 - Top management shall demonstrate leadership and commitment with respect to the asset management system by ensuring that the approach used for managing risk in asset management is aligned with the organisation's approach for managing risk.                      | Checks that the approach used for managing risk in asset management, is aligned with the organisation's approach for managing risk, and seeks evidence of top management ensuring this takes place.   |
| 5.1.2 - Top management shall demonstrate leadership and commitment with respect to the asset management system by ensuring the integration of the asset management system requirements into the organisation's business processes.   | Checks that the organisation has integrated the requirements of its asset management system into its business processes. Also checks there is evidence that top management contributes to ensuring that this integration takes place.                           |



### 3 Assessor competences

The guiding principles in ISO/IEC 17021-5 (Ref J) are the basis for good assessment. People engaged in Maturity Assessment need the qualities described below, including in-depth understanding of Asset Management.

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[spsali110@gmail.com](mailto:spsali110@gmail.com)

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- A. ISO 55000, *Asset management — Overview, principles and terminology*
- B. ISO 55001, *Asset management — Management systems – Requirements*
- C. ISO 55002, *Asset management — Management systems – Guidelines for the application of ISO 55001*
- D. *GFMAM Landscape – ISBN 978-0-9871799-2-0 March 2014*
- E. *GFMAM Position Statement on Asset Management Maturity 2<sup>nd</sup> Edition – ISBN 978-1-7774676-4-7*
- F. *GFMAM Guidelines for Assessing Asset Management Maturity – ISBN 978-1-7774676-3-0*
- G. *GFMAM Competency Specification for an ISO 55001 Asset Management System Auditor/Assessor First Edition, Version 2 (ISBN 978-0-9871799-5-1 2014).*
- H. *ISO/IEC 17000 Conformity assessment — Vocabulary and general principles*
- I. *ISO/IEC 17021-1 - Conformity assessment - Requirements for bodies providing audit and certification of management systems*
- J. *ISO/IEC TS 17021-5 - Conformity assessment — Requirements for bodies providing audit and certification of management systems — Part 5: Competence requirements for auditing and certification of asset management systems*
- K. *ISO 31000 Risk management — Guidelines*
- L. *Bloom's Taxonomy<sup>1</sup> – A Revision of Bloom's Taxonomy* by David R. Krathwohl, 2002  
[https://www.academia.edu/33808588/Theory\\_Into\\_Practice\\_A\\_Revision\\_of\\_Blooms\\_Taxonomy\\_An\\_Overview](https://www.academia.edu/33808588/Theory_Into_Practice_A_Revision_of_Blooms_Taxonomy_An_Overview)
- M. *ISO 19011 Guidelines for auditing management systems*
- N. *ISO/IEC 17024:2012 Conformity assessment — General requirements for bodies operating certification of persons*

## GFMAM Guidance for an Asset Management System Scheme for Accredited Certification to ISO 55001

First Edition, Version 1  
English Version



**GFMAM**

Global Forum on Maintenance & Asset Management

ISBN 978-1-7774576-1-6  
Published November 2021

[gfmam.org](http://gfmam.org)

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Physical Asset Management Company  
اطمینان پردیس مهر (سهانی خاص)

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International Physical Asset Management Conference

Furthermore, in some countries the Accreditation Body was lobbied by interested parties to create an Asset Management Systems Scheme document that set additional requirements for bodies providing audit and certification of Asset Management Systems.

The GFMAM agreed that there would be value in providing some guidance as to the content of an Asset Management System Scheme to those groups that may be interesting in adopting a similar scheme.

The *GFMAM Guidance for an Asset Management System Scheme for Accredited Certification to ISO 55001* provides such guidance.

This document should be read in conjunction with *GFMAM Competency Specification for an ISO 55001 Asset Management System Assessor (Second Edition, Version 1)*.

**Table C1 - Clarification of requirements for the application of ISO 55001**

| Clauses of ISO 55001 | Clauses of ISO 55002 | Clauses, or parts of clauses of ISO 55000 and ISO 55002 included as normative requirements for the application of ISO 55001                                    |
|----------------------|----------------------|--|
| 4.1                  | 4.1.2                | To evaluate the organization's external context, the evaluation should include, but not be limited to issues such as: 4.1.2 a) to c).                          |
|                      | 4.1.3                | To evaluate the organization's internal context, the evaluation should include, but not be limited to issues such as: 4.1.3, a) to q).                         |
| 4.2                  | 4.2.2                | In determining the internal stakeholders that are relevant to the asset management system, the organization should consider the relevance of: 4.2.2, a) to c). |
|                      |                      | In determining the external stakeholders that are relevant to the asset management system, the organization should consider                                    |

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[spsali110@gmail.com](mailto:spsali110@gmail.com)

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## 7 Resource Requirements

### Competence of management and personnel

#### 7.1.2 Determination of competence criteria

M.7.1.2 The CB shall have a process for demonstrating that personnel involved in the management and performance of asset management system audits as described in ISO/IEC 17021, Annex A, Table A.1, satisfy the requirements of ISO/IEC TS 17021-5.

- **7.2 Personnel involved in the certification activities**

M.7.2.5.1 In addition to M.7.1.2, the certification body shall ensure that the audit team, either one person or the entire team, has demonstrated the knowledge and comprehension specified in the GFMAM, Section 4, GFMAM Competency Specification for an ISO 55001 Asset Management System Auditor/Assessor<sup>2</sup>.

## 9 Process requirements

### 9.1 General requirements

#### 9.1.2.3 Preparing the audit plan

M.9.1.2.3 The audit plan shall clearly identify:


- the version of the SAMP and asset management policy being assessed.
- the boundaries (the interface with externalities) including asset boundaries, information boundaries, process boundaries and contractual boundaries as applicable.
- how components of the SAMP being fulfilled beyond the boundaries of the organization, (for example through outsourcing) are to be included in the audit plan; and
- any exclusions that might otherwise normally have been expected to have been included in the scope of the audit.

#### 9.1.4 Determining audit time

M.9.1.3 Audit durations shall be determined in accordance with Annex A.

**CRITERIA FOR EVALUATING ASSET MANAGEMENT INDICATORS**

English Version



**GFMAM**  
Global Forum on Maintenance & Asset Management

ISBN 978-1-7774676-7-8  
Published November 2021  
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The figure below indicates the degree of correlation between Subjects and Benefits as described above:

6 TOPICS / 5 ORGANIZATIONS BIG SYNTHESIS

|  | TOPICS  |   |   |                                     |   |   |
|--|---|---|---|-------------------------------------|---|---|
|  | TOPIC 1<br>ASSET MANAGEMENT STRATEGY & PLANNING | TOPIC 2<br>ASSET MANAGEMENT DECISION-MAKING | TOPIC 3<br>LIFE CYCLE DELIVERY ACTIVITIES | TOPIC 4<br>ASSET KNOWLEDGE ENABLERS | TOPIC 5<br>ORGANISATION & PEOPLE ENABLERS | TOPIC 6<br>RISK, REVIEW & CONTINUAL IMPROVEMENT |
| Improved financial performance         | 10  | 19  | 27  | 4                                   | 5   | 14  |
| Informed asset investment decisions    | 11  | 13  | 8   | 10                                  | 7   | 14  |
| Managed risk                           | 17  | 17  | 47  | 10                                  | 8   | 33  |
| Improved services and outputs          | 8   | 10  | 18  | 9                                   | 13  | 9   |
| Demonstrated social responsibility     | 2   | 3   | 10  | 0                                   | 7   | 11  |
| Demonstrated compliance                | 6   | 2   | 16  | 5                                   | 2   | 19  |
| Enhanced reputation                    | 1   | 2   | 12  | 1                                   | 4   | 11  |
| Improved organizational sustainability | 14  | 5   | 8   | 3                                   | 17  | 24  |
| Improved efficiency and effectiveness  | 14  | 15  | 32  | 20                                  | 17  | 23  |

The Blue Column<sup>1</sup> includes the 9 Benefits developed by the ISO TC 251 Committee in the ISO 55000, Chapter 2.2. and the White Column includes the 39 Subjects regrouped in 6 Topics developed in Landscape GFMAM Publication.

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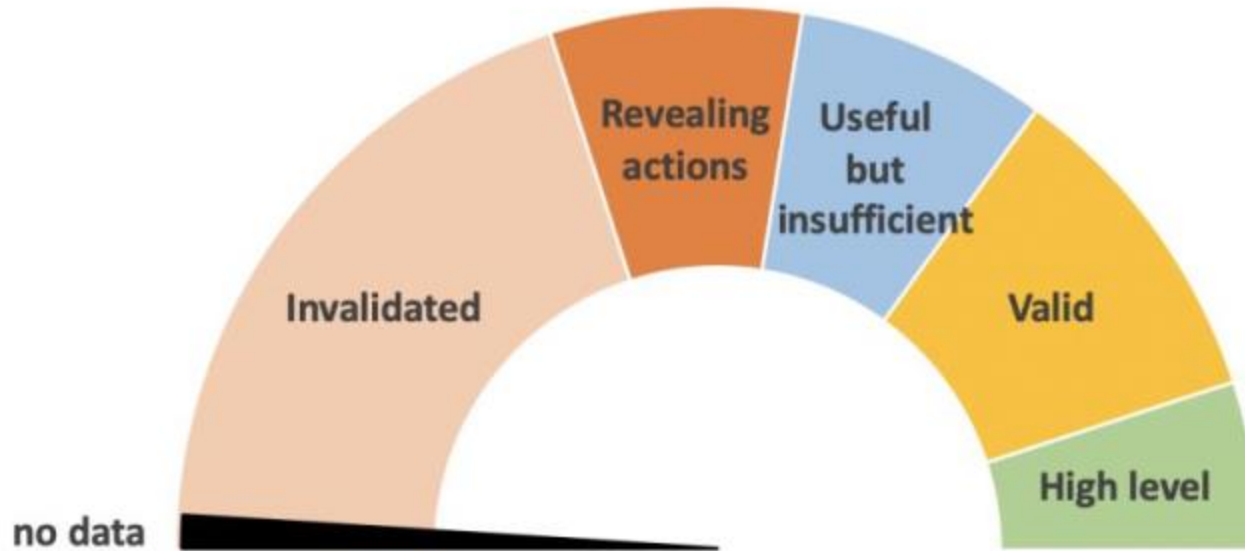
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### 3. THE VALIDATION MODEL FOR ASSET MANAGEMENT INDICATORS



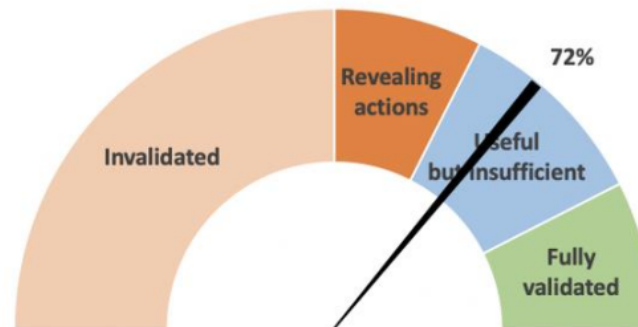
## A1. Indicator: ROA – Return on Asset

### GLOBAL RESULTS

|         |                 |
|---------|-----------------|
| NAME    | ROA (1-5 SCALE) |
| COMPANY | TEST USER       |
| DATE    | 22/06/2020      |

| GLOBAL SCORE |            |
|--------------|------------|
| 143/200      | <b>72%</b> |

|         |                                      |       |     |  |
|---------|--------------------------------------|-------|-----|--|
| TOPIC 1 | ASSET MANAGEMENT STRATEGY & PLANNING | 29/40 | 73% |  |
| TOPIC 2 | ASSET MANAGEMENT DECISION-MAKING     | 29/35 | 83% |  |
| TOPIC 3 | LIFE CYCLE DELIVERY ACTIVITIES       | 29/35 | 83% |  |
| TOPIC 4 | ASSET KNOWLEDGE ENABLERS             | 27/35 | 77% |  |
| TOPIC 5 | ORGANISATION & PEOPLE ENABLERS       | 10/20 | 50% |  |
| TOPIC 6 | RISK, REVIEW & CONTINUAL IMPROVEMENT | 19/35 | 54% |  |



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[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459



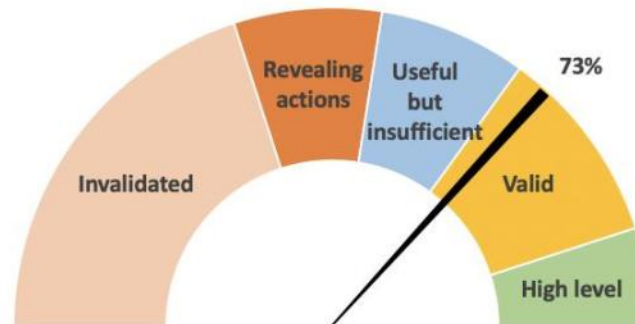
## A2. Indicator: RISK/COST TRADE OFF

### GLOBAL RESULTS

|         |            |
|---------|------------|
| NAME    | ISP        |
| COMPANY | TEST USER  |
| DATE    | 22/06/2020 |

| GLOBAL SCORE |            |
|--------------|------------|
| 146/200      | <b>73%</b> |

|         |                                      |       |     |  |
|---------|--------------------------------------|-------|-----|--|
| TOPIC 1 | ASSET MANAGEMENT STRATEGY & PLANNING | 25/40 | 63% |  |
| TOPIC 2 | ASSET MANAGEMENT DECISION-MAKING     | 30/35 | 86% |  |
| TOPIC 3 | LIFE CYCLE DELIVERY ACTIVITIES       | 25/35 | 71% |  |
| TOPIC 4 | ASSET KNOWLEDGE ENABLERS             | 30/35 | 86% |  |
| TOPIC 5 | ORGANISATION & PEOPLE ENABLERS       | 13/20 | 65% |  |
| TOPIC 6 | RISK, REVIEW & CONTINUAL IMPROVEMENT | 23/35 | 66% |  |



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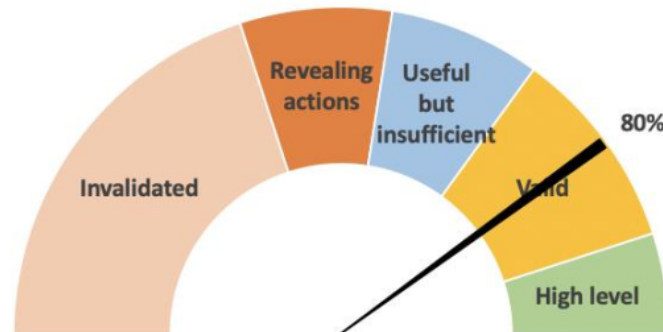
### A3. Indicator: LIFE-CYCLE VALUE LEVERAGE

## GLOBAL RESULTS

|         |                     |
|---------|---------------------|
| NAME    | TFV_LVA (1-5 SCALE) |
| COMPANY | TEST USER           |
| DATE    | 22/06/2020          |

| GLOBAL SCORE |            |
|--------------|------------|
| 159/200      | <b>80%</b> |

|         |                                      |       |     |  |
|---------|--------------------------------------|-------|-----|--|
| TOPIC 1 | ASSET MANAGEMENT STRATEGY & PLANNING | 26/40 | 65% |  |
| TOPIC 2 | ASSET MANAGEMENT DECISION-MAKING     | 33/35 | 94% |  |
| TOPIC 3 | LIFE CYCLE DELIVERY ACTIVITIES       | 34/35 | 97% |  |
| TOPIC 4 | ASSET KNOWLEDGE ENABLERS             | 29/35 | 83% |  |
| TOPIC 5 | ORGANISATION & PEOPLE ENABLERS       | 13/20 | 65% |  |
| TOPIC 6 | RISK, REVIEW & CONTINUAL IMPROVEMENT | 24/35 | 69% |  |



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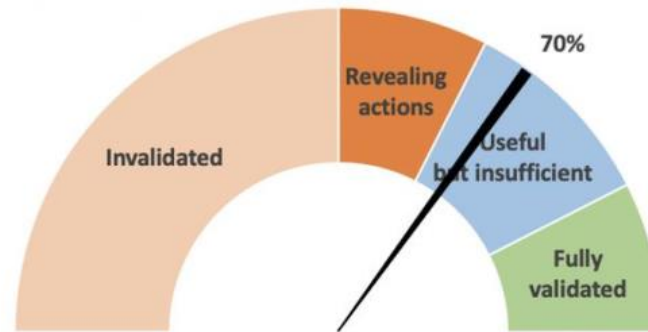
## A5. Indicator: SPARE WORKING CAPITAL

### GLOBAL RESULTS

|         |                        |
|---------|------------------------|
| NAME    | SPARES BFR (1-5 SCALE) |
| COMPANY | TEST USER              |
| DATE    | 22/06/2020             |

| GLOBAL SCORE |            |
|--------------|------------|
| 139/200      | <b>70%</b> |

| TOPIC   | ASSET MANAGEMENT STRATEGY & PLANNING | 25/40 | 63% |  |
|---------|--------------------------------------|-------|-----|--|
| TOPIC 1 | ASSET MANAGEMENT STRATEGY & PLANNING | 25/40 | 63% |  |
| TOPIC 2 | ASSET MANAGEMENT DECISION-MAKING     | 28/35 | 80% |  |
| TOPIC 3 | LIFE CYCLE DELIVERY ACTIVITIES       | 28/35 | 80% |  |
| TOPIC 4 | ASSET KNOWLEDGE ENABLERS             | 17/35 | 49% |  |
| TOPIC 5 | ORGANISATION & PEOPLE ENABLERS       | 15/20 | 75% |  |
| TOPIC 6 | RISK, REVIEW & CONTINUAL IMPROVEMENT | 26/35 | 74% |  |



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[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459

# Guidelines for Assessing Asset Management Maturity

First Edition  
English Version



ISBN 978-1-7774676-3-4  
Published September 2021  
www.gfmam.org

## 7.2 Submission of Documentation

Organizations being assessed should submit key documentation to the assessment team. Typical documents would include (in no particular order):

- Business environmental & technological scans
- Strategic Asset Management Plan (SAMP)
- Evidence of results achieved through the Asset Management System.
- Organizational and Asset Management Objectives (and how they are derived)
- Asset Management Plans (AMP)
- Risk management framework and processes
- Assurance processes

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[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459

## Appendix B – Example Maturity Scales

A number of examples of maturity scales are provided, for information only, as follows.

The **Institute of Asset Management (IAM)** Maturity Scale for Asset Management:

0. **Innocent** - The organization has not recognized the need for this requirement and/or there is no evidence of commitment to put it in place
1. **Aware** - The organization has identified the need for this requirement, and there is evidence of intent to progress it.
2. **Developing** - The organization has identified the means of systematically and consistently achieving the requirements, and can demonstrate that these are being progressed with credible and resourced plans in place.
3. **Competent** - The organization can demonstrate that it systematically and consistently achieves relevant requirements set out in ISO 55001.
4. **Optimizing** - The organization can demonstrate that it is systematically and consistently optimizing its Asset Management practice, in line with the organization's objectives and operating context.
5. **Excellent** - The organization can demonstrate that it employs the leading practices, and achieves maximum value from the management of its assets, in line with the organization's objectives and operating context.



# IAM Framework for Maturity Assessment





## The Asset Management Council (AMC):

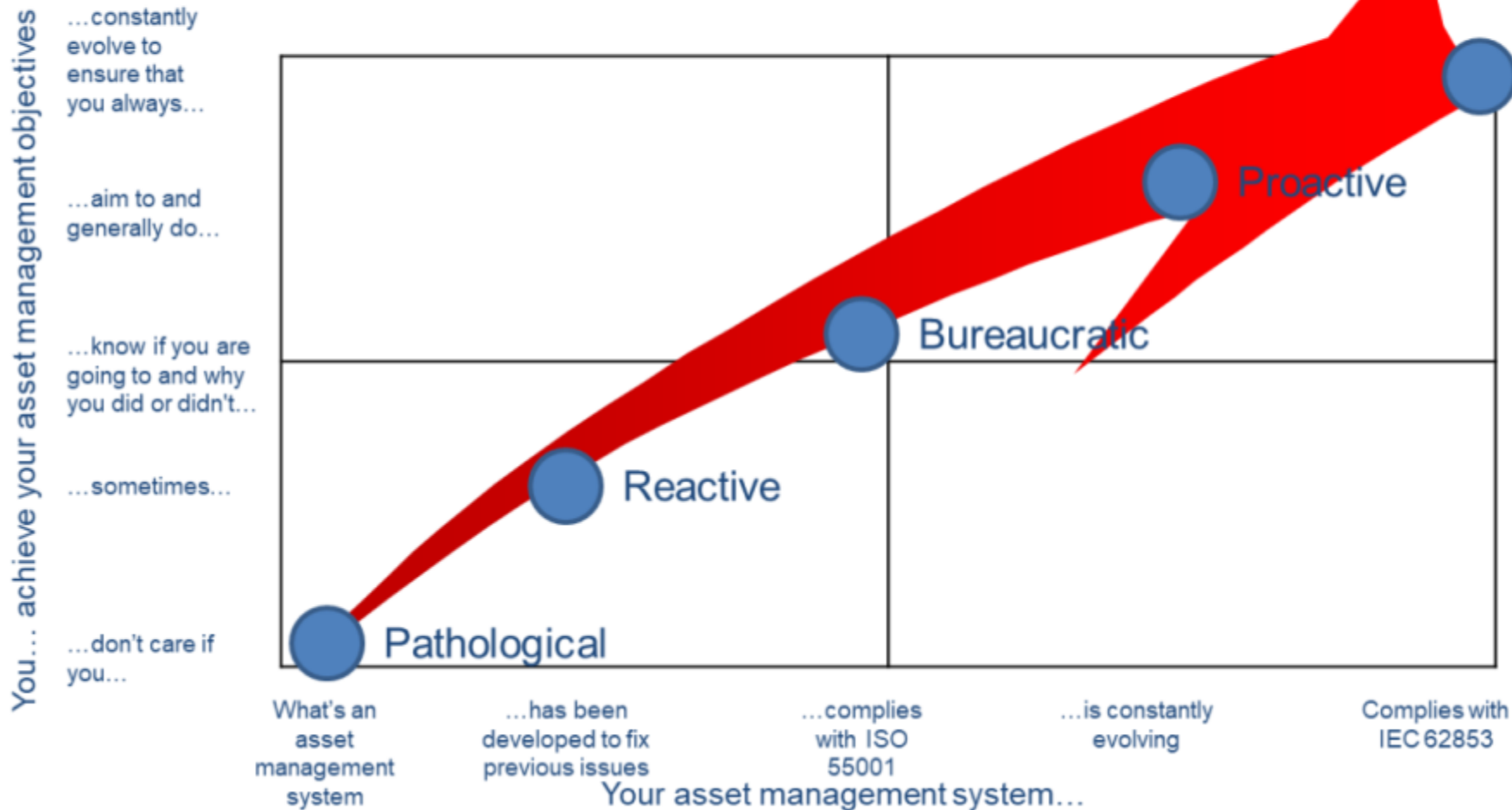
1. **Pathological.** People don't really care about managing their assets and are only driven by regulatory compliance and/or not getting caught.
2. **Reactive.** Managing assets is taken seriously, but only after things have gone wrong. Managers feel frustrated about how the workforce won't do what they are told
3. **Bureaucratic.** Focus on systems and numbers. Lots of data is collected and analysed, lots of audits are performed and people begin to feel they know "how it works". The effectiveness of the gathered data is not always known but there is a management system.
4. **Proactive.** Moving away from managing assets based on what has happened in the past to preventing what might go wrong in the future. The workforce start to be involved in practice and the Line begins to take over the asset management function, while AM personnel reduce in numbers and provide advice rather than execution.
5. **Generative.** Organizations set very high standards and attempt to exceed them. They use failure to improve, not to blame. Management knows what is really going on, because the workforce tells them. People are trying to be as informed as possible, because it prepares them for the unexpected. This state of "chronic unease" reflects a belief that despite all efforts, errors will occur and that even minor problems can quickly escalate into system-threatening failures.





# AMC Framework for Maturity Assessment

## Maturity and ISO 55000



## Appendix C – Example Maturity Frameworks

The following frameworks are examples of those used within GFMAM member societies.

### AM Council Framework for Maturity Assessment



## The 'Capability Maturity Model' (CMM – a software development maturity model):

1. **Initial** (chaotic, ad hoc, individual heroics) - the starting point for use of a new or undocumented repeat process.
2. **Repeatable** - the process is at least documented sufficiently such that repeating the same steps may be attempted.
3. **Defined** - the process is defined/confirmed as a standard business process, and decomposed to levels 0, 1 and 2 (the last being Work Instructions).
4. **Managed** - the process is quantitatively managed in accordance with agreed-upon metrics.
5. **Optimizing** - process management includes deliberate process optimization / improvement.

## The 'Portfolio, Programme and Project Management Maturity Model' (P3M3):

1. Level 1 – **awareness** of process
2. Level 2 – **repeatable** process
3. Level 3 – **defined** process
4. Level 4 – **managed** process
5. Level 5 – **optimized** process

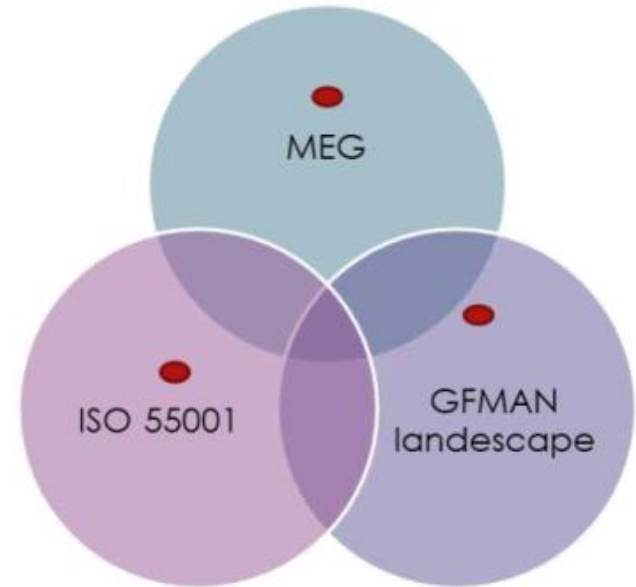
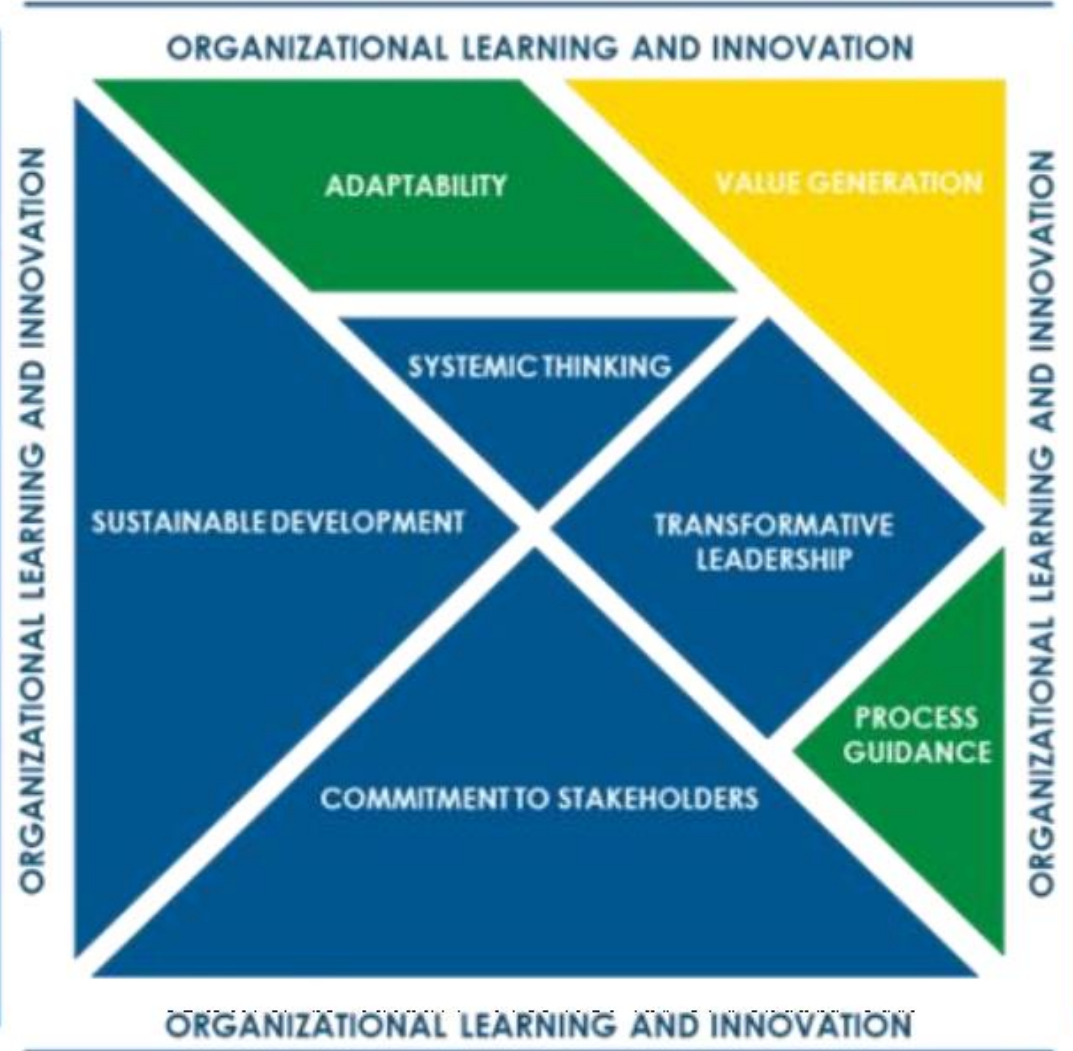
## The 'People Capability Maturity Model':

1. The **Initial** Level
2. The **Managed** Level
3. The **Defined** Level
4. The **Predictable** Level
5. The **Optimizing** Level





# ABRAMAN & FNQ AWARD - Best in Asset Management (MeGA) Award



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سید علی سیدی پور – نماینده مدیریت عامل در استقرار نظام مدیریت دارایی فیزیکی –  
شرکت نفت مناطق مرکزی ایران

[spsan110@gmail.com](mailto:spsan110@gmail.com)  
+98-9167860459

## The 'Testing Maturity Model':

1. **Initial** – At this level an organization is using ad-hoc methods for testing, so results are not repeatable and there is no quality standard.
2. **Definition** – At this level testing is defined a process, so there might be test strategies, test plans, test cases, based on requirements. Testing does not start until products are completed, so the aim of testing is to compare products against requirements.
3. **Integration** – At this level testing is integrated into a software life cycle, e.g. the V-model. The need for testing is based on risk management, and the testing is carried out with some independence from the development area.
4. **Management and measurement** – At this level testing activities take place at all stages of the life cycle, including reviews of requirements and designs. Quality criteria are agreed for all products of an organization (internal and external).
5. **Optimization** – At this level the testing process itself is tested and improved at each iteration. This is typically achieved with tool support, and also introduces aims such as defect prevention through the life cycle, rather than defect detection (zero defects).

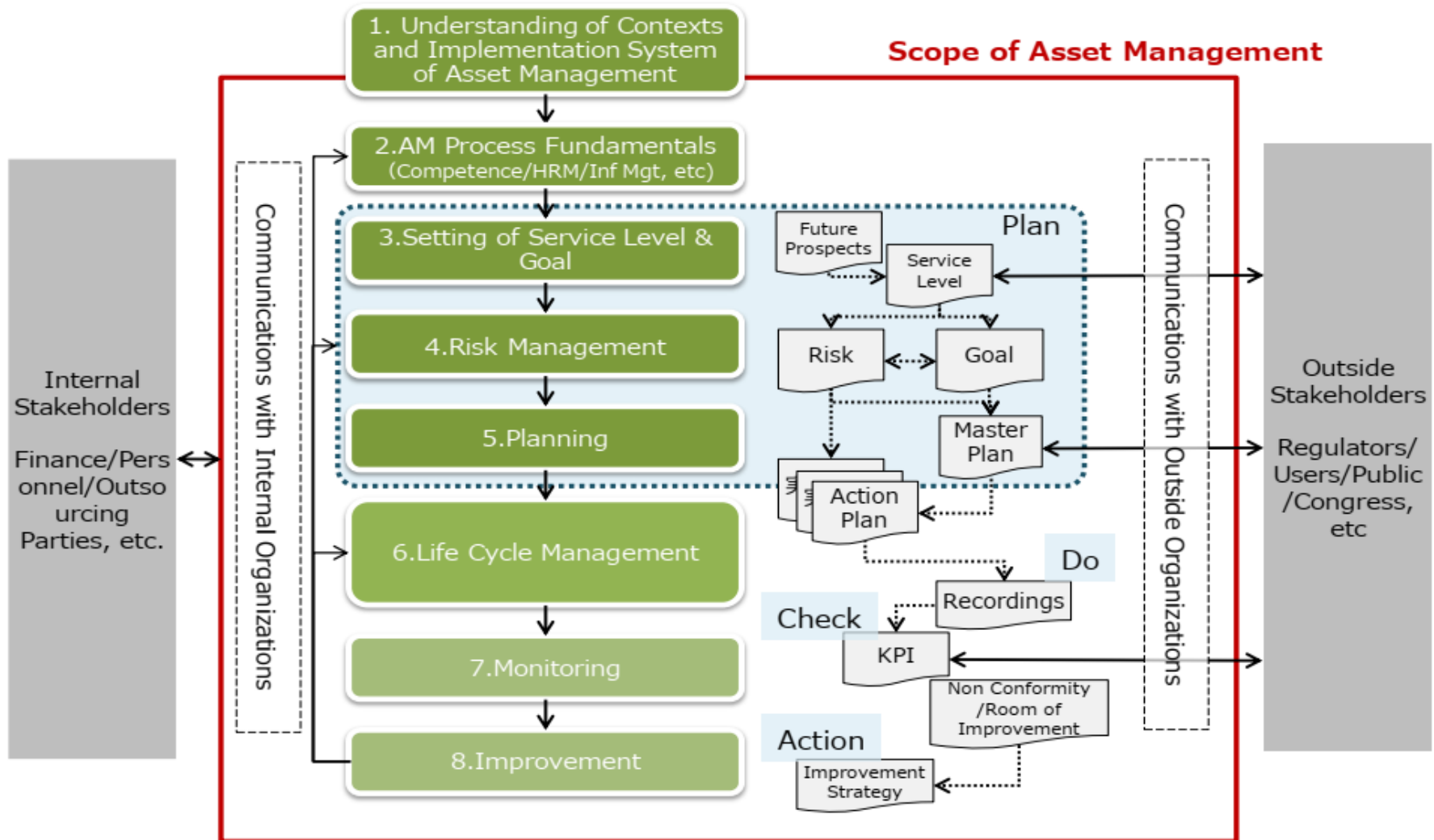
## The Japan Quality Award Council

1. AAA – Is on an innovative track, continuing to generate excellence result
2. AA – Generating significant value through organization-wide learning activities
3. A – Takes action based on strategic thinking concerning desired value
4. B – Has started shifting from improvements based on the past framework to innovation
5. C – Carries out improvement actions within the past framework
6. D – Does not appear to be making any effort to achieve improvements

## Living Asset Management Cultural Maturity Scale:

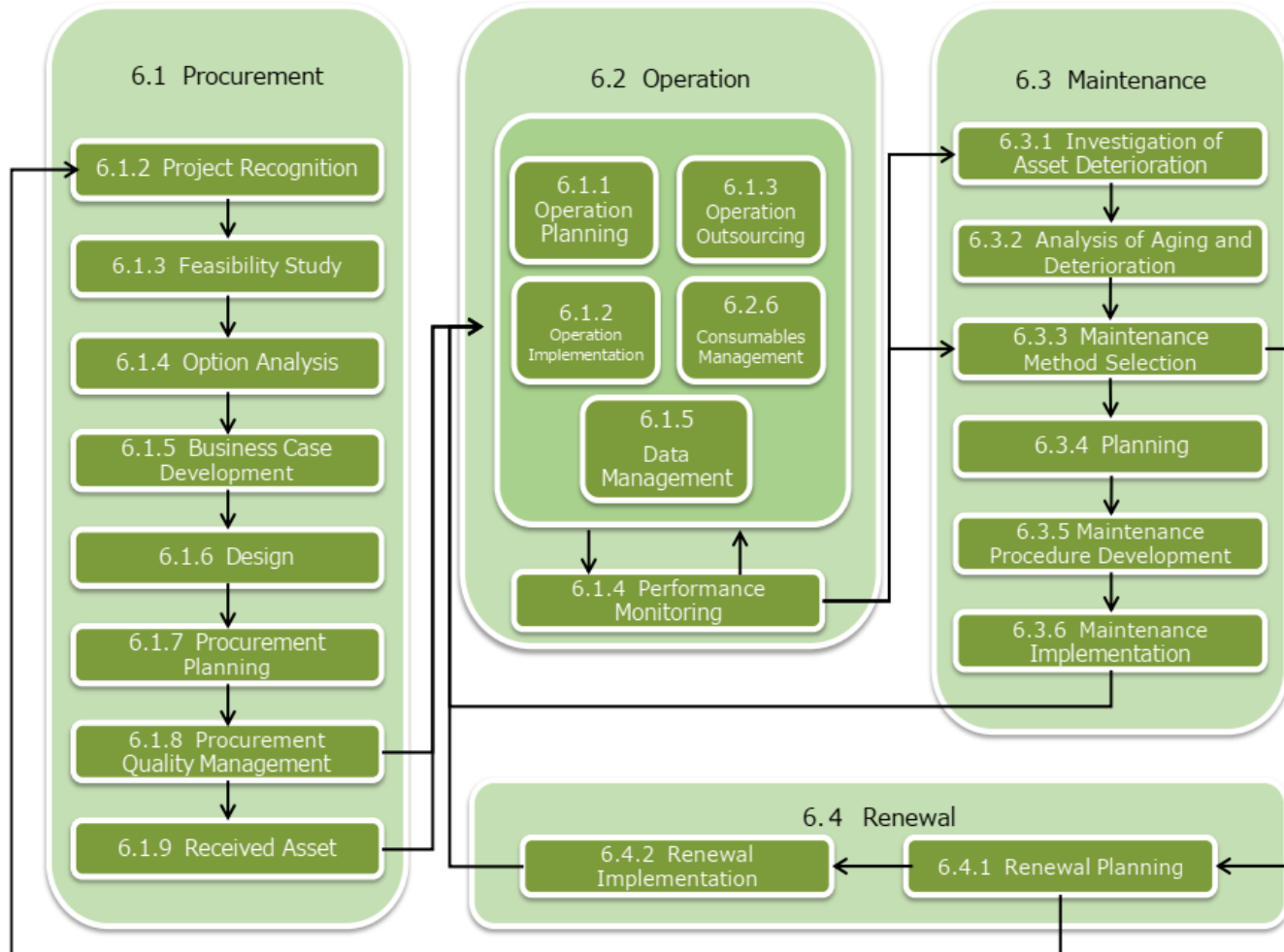
1. **Instinct:** Management by instincts no collective values, norms or laws.
2. **Dependence:** Dependent on the existence of laws maintained by an authority that conveys to people the values and beliefs of that society.
3. **Independence:** Independent leadership begins to be a process.
4. **Interdependence:** Interdependent leadership becomes a process. Standards of conduct for all are guided by the purpose of the organization and its values and beliefs, which are consistent with their culture and context.

# JAAM Asset Management Process for Maturity Assessment





## Sub-Process for Maturity Assessment (6. Life Cycle Management)



# The Maintenance Framework

Second Edition  
English Version



**GFMAM**

Global Forum on Maintenance  
& Asset Management

ISBN: 978-1-7774676-0-9  
February 2021

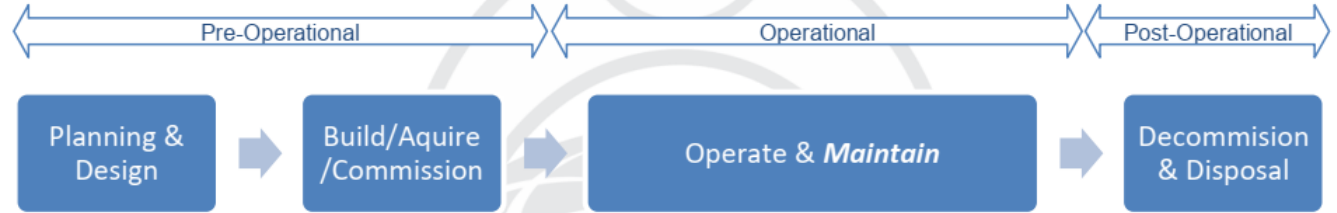


Figure 1 - Major Asset Life Cycle Stages in Physical Asset Management

## 1.1 Purpose

The purpose of the Maintenance Framework is to develop and promote a common understanding of the role and value of maintenance, and how it contributes to the delivery of business outcomes. Going into more detail than, and beyond the subject of Maintenance Delivery from the Asset Management Landscape [1], the Maintenance Framework provides information on:

- The discipline of maintenance and its management, including its role in asset management at all stages of asset life;
- Maintenance principles, subjects, and terminology; and
- Relevant international standards.

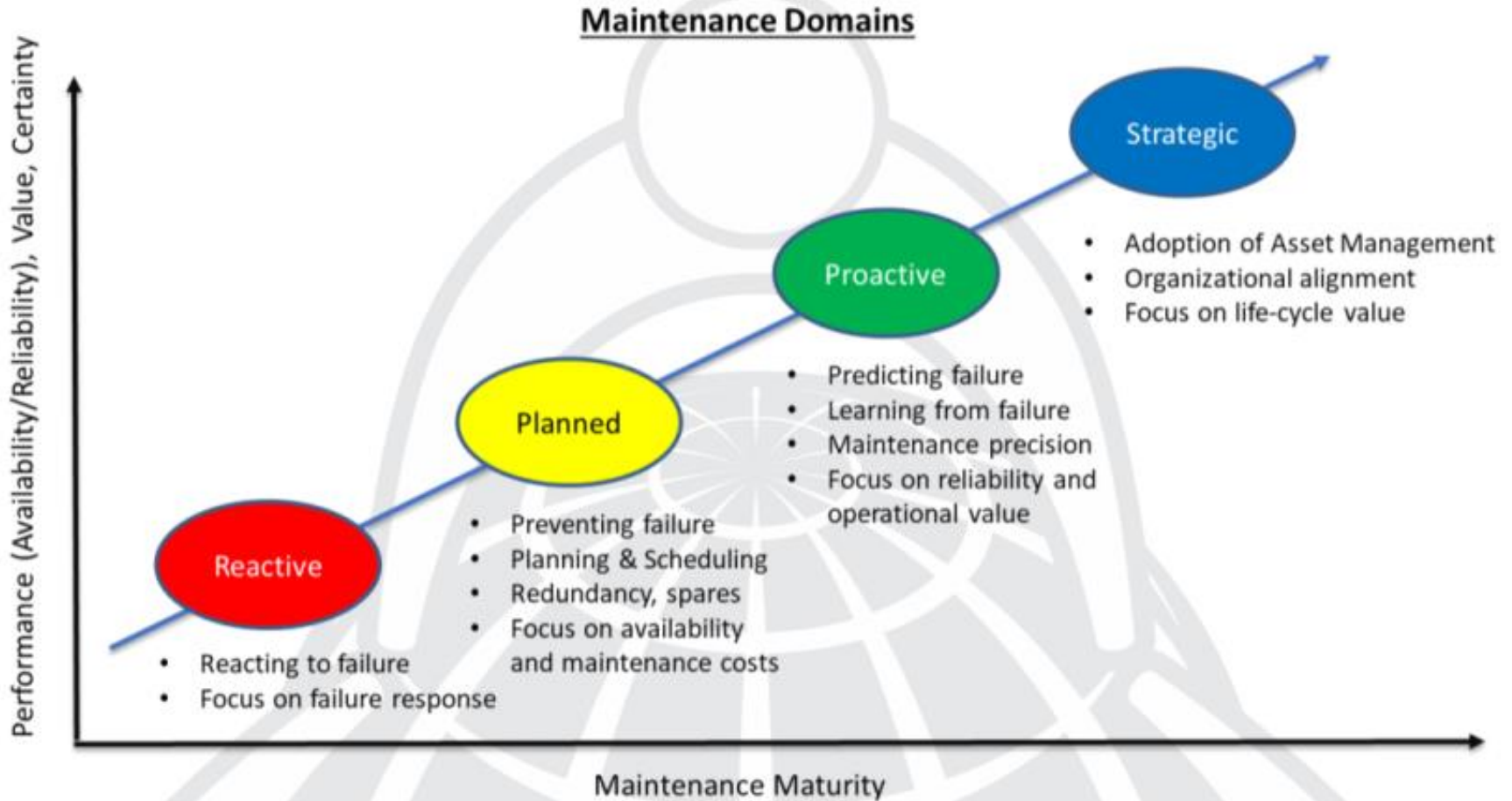
The Maintenance Framework also establishes the foundation for competencies in maintenance and its management, and the ability to benchmark maintenance practices.

[www.ipamc.org](http://www.ipamc.org)

[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459

سید علی سیدی پور – نماینده مدیریت عامل در استقرار نظام مدیریت دارایی فیزیکی –  
شرکت نفت مناطق مرکزی ایران



**Figure 3 - Maintenance Maturity Levels of Organizations**

[www.ipamc.org](http://www.ipamc.org)

## 5 Principles of Excellence in Maintenance Management

Principle 1 - Life Cycle Value

Principle 2 - Risk-Based & Reliability-Focused

Principle 3 - Execution

Principle 4 - Supportive Culture

Principle 5 - Continual Improvement



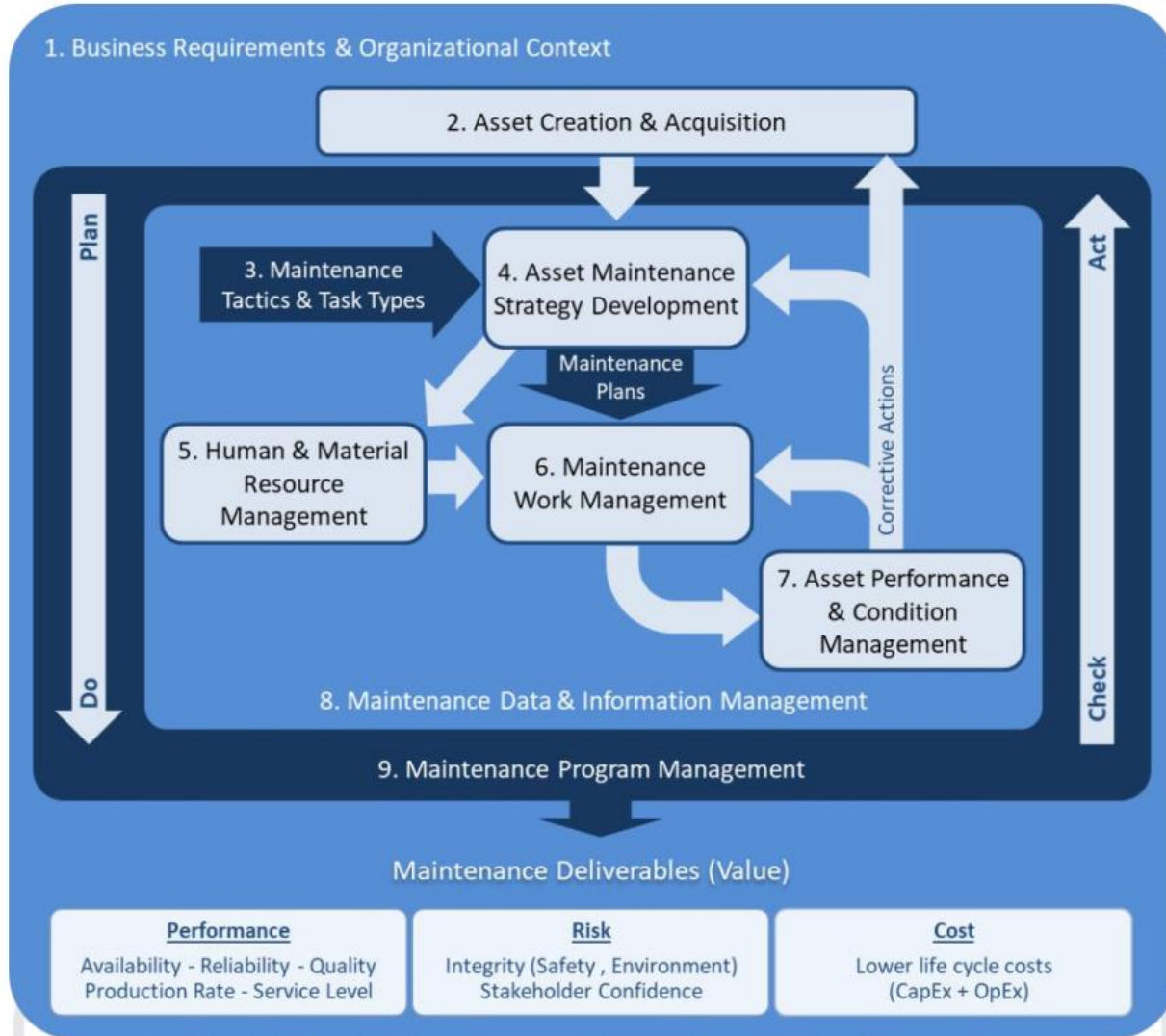


Figure 5 - The Maintenance Framework Diagram



با تشکر از  
توجه شما،  
پاسخگوی  
سوالات شما  
عزیزان  
هستم...

*S. Sidi*  
سیدی پور

[www.ipamc.org](http://www.ipamc.org)

[spsali110@gmail.com](mailto:spsali110@gmail.com)

+98-9167860459

سید علی سیدی پور – نماینده مدیریت عامل در استقرار نظام  
مدیریت دارایی فیزیکی – شرکت نفت مناطق مرکزی ایران